

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 16 May 2016

Councillor Graham Hinchey,
Cabinet Member, Corporate Services & Performance,
Cardiff Council,
County Hall,
Cardiff
CF10 4UW



County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Dear Councillor Hinchey,

Policy Review & Performance Scrutiny Committee: 10 May 2016

Thank you for your recent attendance at the Policy Review & Performance Scrutiny Committee to enable Members to engage with developing the refreshed approach to Performance Management. The Committee has asked me to pass on their comments and observations, raised during discussion at the Way Forward, and hope they will inform the approach currently under development.

Members welcome the direction of travel presented; outcome-focused, proactive performance management using data and trend information, with a clear golden thread through all levels, within a culture of accountability. The Committee notes there are five projects that make up the programme of work underway to refresh performance management arrangements, namely: business planning; reporting; challenge; engagement; and open data. We are, however, keen to ensure that at the end of Quarter 1 2016/17 we will be able to establish if there are areas in which the Council is failing.

The Committee will be pleased to participate in the co-production of a Balanced Scorecard that will form the focus of quarterly performance reporting to Cabinet and PRAP in future, and is keen to establish how the four quadrants of the Scorecard might reflect the Council's four priorities. We note your aim to reduce the number of Performance Indicators (PIs) routinely reported to Cabinet and Committee, and that the starting point for this refresh is agreeing what are the key Performance Indicators. We would therefore be pleased to have Committee representation on a Members' working group to do so.

We note your thinking around performance reporting to other Scrutiny Committees is as yet unformed and would commend the Head of Performance's suggestion that it would be valuable for him to meet with all Scrutiny Committee Chairs.

This Committee is, however, not solely focussed on quantitative measures, and some Members expressed a wish for the new performance management arrangements to enable the *quality* of services delivered to be reflected in the reporting mechanisms. We accept that as the new approach takes shape it will allow more space for the Committee to evaluate customer experience and the quality of service delivery.

Members are keen to ensure that the structure of PIs settled upon allows a read across where PIs are published by multiple partners/authorities. The example we would illustrate this point with is the new Shared Regulatory Service, where Cardiff is one Authority delivering a service in collaboration with two others. It is important that our performance arrangements facilitate a merging of performance information from such bodies; and that the PIs they produce can be accommodated logically into the Data Pyramid.

Finally, as the Committee with statutory responsibility for scrutiny of the new Public Services Board, recognising that the Council is reliant upon its partners to secure improvement at this level, we wish to highlight the need for the City Dashboard to assist us in our challenge role and reflect our needs.

To re-cap, the Committee:

- wishes to ensure that at the end of Quarter 1 2016/17 Scrutiny will be able to establish if there are areas in which the Council is failing;
- will be pleased to participate in the co-design of a balanced scorecard;
- welcomes representation on a members working group;
- agrees the Head of Performance would benefit from liaising with all scrutiny Chairs to explore the performance needs of the other Scrutiny Committees;
- is keen to ensure that where PI's are published by multiple partners/authorities the structure of PI's the Council settles on allows a read across;
- wishes to highlight the need for the City Dashboard to assist us in our statutory role of holding the new Public Services Board to account.

The Committee looks forward to continuing the improved lines of communication on performance matters. Thank you for attending and for your continued support for the internal challenge of Council performance.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Nigel Howells', with a stylized flourish at the end.

COUNCILLOR NIGEL HOWELLS
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee;
Christine Salter, Corporate Director Resources;
Joseph Reay, Head of Performance & Partnerships;
Claire Deguara, Cabinet Support Office.